

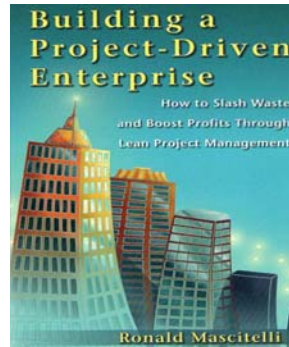
Volume 11, Issue 29 ☐ July 19, 2004

### Important Dates to add to your calendar...

- ☐ **Aug 12: HPM GMT Meeting at Orenda.** This is HPM's 'Exec' committee who sorts the issues & prepares the agenda for Board meetings. Any Board Member can pick a position & attend as a 'shadow.' **Chairs include:** Leverage, Learning, Opportunities & Alliances, Vision, & Finance.
- ☐ **Aug 25<sup>th</sup> : HPM Board Meeting – Location TBA** HPM'ers Re-Mark/verify your Calendars!
- ☐ **Sep 23<sup>rd</sup>, HPM Practitioner-to-Practitioner Forum** will focus on "Value Stream Mapping in Non-Mfg/Administrative processes." We are searching for folks with a Best Practice who'd like to exchange with others – a Consortium win-win! Call HPM Office.
- ☐ **Sep 30/Oct 1: The 4-5 Month "Practice of Leadership & Coaching" begins. Registration is open now.** Some fifteen folks are looking to begin this essential training this fall. As before – since this is led by an international provider used by GE US and others, the sessions must be filled in advance or they will be cancelled. Please reserve your seats early – **names can be provided up to 30 days in advance.**
- ☐ **Oct 18-22: 2004 AME "20<sup>th</sup> Anniversary" International Lean Conference in Cincinnati.** "Focus on Global Enterprise Excellence" & this year, for the first time, the AME annual conference will be held concurrently with the [Advanced Mfg & Productivity Exposition](#). Free to attendees. Check out the detail at [www.ame.org](http://www.ame.org).
- ☐ **Jun 6-10 (2005): "Implementing & Sustaining Lean Thinking Across the Enterprise"** An AME major Practical Education Conference in Edmonton Canada. It will be of special interest to innovative leaders & companies **who want to use this 5-Day conference to inspire their enterprise to produce spectacular results over the next 11 months.. and reward them with the opportunity of being on this program!!** Such companies are being sought as part of the 32 Best Practices to be presented – by companies such as yours with an achievement story to tell. Call for presentations will be issued in August... this is a heads up. This 5-day conference is for 'doers'.
- ☐ **Nov 3, 2004: 8:00 - 4:30 HPM Share Showcase '04.** Location: G.E. Meadowvale Theatre. Each HPM'er will make a presentation to all on their 'Best Practice' – Plus display a tabletop showing.

### HPS Update ~ HPS Update ~ HPS Update

As most of you know, Laura is moving on to RIM in Waterloo and a position with the Education Team which is in line with her training of the past few years. We wish her well – and welcome **Nicole Sivyer**, who takes over this Monday full time. Nicole's looking forward to working with everyone & can be reached at [nsivyer@highperformancesolutions.ca](mailto:nsivyer@highperformancesolutions.ca)



## Resource Book For Project Leaders

**25% summer price reduction to Aug. 30<sup>th</sup>**

Some will remember **Ron Mascitelli** as the leader of the powerful series HPS organized 2-years ago across the country

on behalf of the National Research Council entitled: "**New Product & Process Development.**"

Since that time HPS has been distributing Ron's book whose tagline says it well... "**How to Slash Waste & Boost Profits Through Lean Project Management.**" It is a book for anyone who must cut project cycle times to get new product to market or new solutions implemented. The author is not only one of the best globally, but is known by a number of HPM'ers – particularly Rockwell Automation Milwaukee who have used Ron's value for several years – and those of you who took the NRC sponsored workshop.

### About the Book

This is not a theoretical book by any stretch – it is pragmatic and common-sense in its approach to describing breakthrough methods for eliminating non-value-added wastes from any project. It really doesn't matter whether you are trying to make a product, production, or supply chain improvement. Nor does it matter if your goal is to design an aircraft, a power plant, or to launch an entirely new product line. The practical techniques Ron presents can pay enormous dividends. He presents them in a style that is easy-to-understand and to-the-point.

The goal is to enable participants to apply lean project management methods the very next day to begin saving time, cost, and lost profits. I have heard confirmation of these words – stated with enthusiasm – coming from engineers and project leaders in Manitoba, Alberta and BC. Bob Kerr has attended Ron's workshops if you would like more assurance.

### The Author: Ron Mascitelli

Randy Karg at Foxboro will tell you that "**Ron Mascitelli has taught the Lean Methods described in this book at several of our facilities around the world. The tools allow project teams to realize significant immediate improvements in team performance.**" Ron's easy to learn style has given him the highest scores recorded by AME in the delivery of his workshops for them. He will be at this year's Cincinnati conference and there are still some seats available. We are continuing to work with Ron and will have an announcement later this year of planned coming opportunities. To August 30<sup>th</sup> you can purchase this book at 25% off – **it is our summer sale' to you – at \$54.95 less 25% = \$41.50CND + PST.**

## Predicting Training Events Ain't Getting Any Easier

### The Issue

Since September 11<sup>th</sup> 2001, there has been a significant paradigm shift. Since that date, the approach to training and educational programs changed. Over the 3 following years, firms withdrew from the practice of sending folk to many outside events that provided training – and considerable exposure to others. This was replaced with internal training and learning that focused just on what the companies needed. Over the past year, there has been a cautious return of training budgets but there is still a firm demand that there be value delivered for the money and time spent which is precisely as it should be.

### Newer Issues

With the return of economic activity has come the visible emergence of the Chinese megalith, with Indian, Indonesian and other factors arriving on the scene to make competitiveness a lot more challenging. This has forced firms to 'laser their attention' on only the kind of skill acquisition they needed to expand a given product line or to save a product line from being ripped out and sent abroad.

Your Weekly Update editor attended the AME National Board which consists of operations leaders from many top North American mfrs from all kinds, sizes, and deployments – plus a number of very strategic infrastructure support organizations. During the informal 'round-the-room' state-of-their-union messages, (a forum every Consortium member understands) – there were some very interesting anecdotal indications of the state of manufacturing, albeit from a tiny microcosm.

The most consistent message was that the time horizon lines are becoming shorter and shorter. A common stress for everyone was the tremendous pressure to cut cycle times - and 'focus on time'. For some, cutting cycle times actually led to their customers bringing the business back from China. And others, such as a well known medical device manufacturer, who stated that over 80% of their current business is now coming from products less than 2 years old validated the need for New Product Development and Innovation initiatives. "And these are the products that are just booming" she reported. But there was a lot more picked up in side discussions. Here are some indicators:

- **Cycle time reductions on just about every aspect of the business is increasingly the name of the game**
- There are an increasing number of stories of the 'repatriation' of some jobs to North America because of the damage that the distance to China causes to competitive cycle time issues
- For sure, not everyone is concerned about China, as some major companies have quickly absented themselves from public discussions that could have a negative tinge. In these cases, they have heavy commitments underway
- The investment in China exceeds the investment in the US in regard to FDI, & investment in India is climbing

- **Leadership is becoming a real issue** – Incidentally, the program HPM committed to back in 1996 is way ahead of the pack and solidly in line with the evidence today of how to compete and win by achieving results through people.
- The definition of management is changing to "Achieving results through people," with 'Leadership' increasingly being identified as "The ability to attract followers." Getting buy-in is what success is increasingly about.
- The **ability to sustain the gains** we make every day is becoming a hallmark of winners. It is a leadership issue and its solution leads to the thinking behind the Toyota production system including the recognition that without standards, that are maintained until improved, there can be no continuous improvement
- Executive search leader who recruits for manufacturing and in particular for the Lean manufacturing sector reported that never in 20 years of business has he seen the demand for mfg. leaders so high or intense
- Lean Best Practices that folks increasingly want to see are on 'agility and flexibility'
- The top two topics that are really hot right across the US are: 1) Lean Performance Measures and 2) Lean Supply Chain Logistics
- Ergonomics is emerging as an increasing emphasis in many companies. The thinking behind it is very much in line with Yogi Berra's philosophy of "**fix it before it happens.**"
- Things are booming for most
- There is a return to re-thinking the simple TCOP (Total Cost of Procurement) mindset of Rockwell in 1993 but now across the Enterprise. Looking at the total cost of an initiative is forcing the shortening of supply lines, the reduction in suppliers, etc. etc. – and simply figuring out the "Total Cost" ACROSS THE ENTERPRISE which is a long-time drum of Jim Womack
- There is an increasing focus on SIMPLIFICATION everywhere in the enterprise. Awareness that once a company grows beyond \$20M, the formation of 'fiefdoms' begins to bring the complexity that previously was tolerated for decades. Take-over experts are getting good at seeing & eliminating the duplication, and simplifying the organization they are resuscitating.
- Outsourcing where the total cost of the entire process is leading some to bring outsourced activities back 'home'

### So Where is Training Going

Good Question!! When one considers the unfolding scenario above, a long term plan does not look sensible. Instead, having wide access to a range of solutions that one can tap into when needed suggests two yellow brick roads – either 1) increasing the use of consultants (horrors), or, 2) expanding the number of consortiums into a 'consortium of consortiums' where what you need can be pulled from other 'safe' consortiums quite apart from yours. These considerations assume the talent and resources are not in house. Perhaps now is the time for OEM's, and others with the resources, to practice '**Extended enterprise**' thinking to bring the 'family' together.